

Achieving Sustainable Organization Improvement Through

- Cross-functional team
Development
- Large Scale Change
Management

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The Seven Keys of Team Success

- 1. Define and develop a team's charter, purpose, and performance.**
- 2. Develop a structure that supports the performance objectives of the team.**
- 3. Develop a methodology for assigning roles and responsibilities to team members.**
- 4. Determine the most effective methods of team leadership.**

The Seven Keys of Team Success

- 5. Utilize effective forms of feedback so that team members continually enhance their skills.**
- 6. Utilize a problem-solving process to resolve team issues.**
- 7. Develop team reward and recognition strategies that encourage the highest levels of productivity.**

Course Objectives

- 1. Define and develop a team's charter, structure, and a methodology for assigning roles and responsibilities.**
- 2. Describe the characteristics of effective team leaders and specific methodologies they can use to motivate teams at different stages in their development.**
- 3. Describe how the effective feedback model and the problem-solving process can be used to improve term performance.**

Course Objectives

- 4. Develop effective strategies for rewarding and recognizing team members.**
- 5. Describe the most difficult obstacles that high performance teams have to overcome and at least one strategy for overcoming each of these obstacles.**

Cross-functional Team Decision Matrix

| | Sector Management | Division /Field Management | Sales VP | Account Manager | Field Manager | Field Strategist | Field Engineer | Field Engineering Manager | Field Program Manager | Business Finance | Product Manager | Product/Brand Manager | Product Planning | Product Engineer | Bid & Quote | Contracts | Manufacturing | Drop Ship |
|--|-------------------|----------------------------|----------|-----------------|---------------|------------------|----------------|---------------------------|-----------------------|------------------|-----------------|-----------------------|------------------|------------------|-------------|-----------|---------------|-----------|
| Account Planning | | A | D | D | D | I | I | I | | | | | | | | | | |
| Preliminary customer needs assessment | | | | | | A | D | D | D | D | D | | | | | | | |
| Business case development | | A | A | D | D | I | I | I | | D | A | | I | I | I | | | |
| Prioritization and resource allocation | | A | A | D | I | I | D | I | I | | D | A | D | I | I | I | | |
| Finalized customer needs assessment | | | A | A | D | D | D | D | D | | | | I | I | I | I | | |
| Project strategy | A | A | A | D | D | A | D | D | I | D | A | I | I | I | I | I | | I |
| Influence customer | A | A | A | D | D | A | I | D | | D | A | I | I | I | I | D | | I |
| Budgetary quote | | A | A | D | D | A | D | D | I | D | A | I | I | I | I | I | I | I |
| Competitive advantages/strategy | A | A | A | D | D | D | I | I | | D | A | D | D | D | D | | | |
| System design | | | A | D | D | A | D | D | | D | A | I | I | I | I | | | I |
| Service/SI plan | A | A | A | D | D | A | D | D | | I | A | I | I | I | I | I | I | I |
| Risk management and defection | A | A | A | D | D | A | D | D | I | D | A | D | I | I | I | D | I | D |
| Proposal pricing | A | A | A | D | D | A | I | D | D | D | A | I | I | I | I | I | I | D |
| Negotiation Strategy | A | A | A | D | D | A | I | D | I | I | I | | | | D | | | |
| Contract pricing | A | A | A | D | D | A | I | D | D | D | A | I | I | I | I | D | I | D |

A = Advise
I = Input
D = Decide

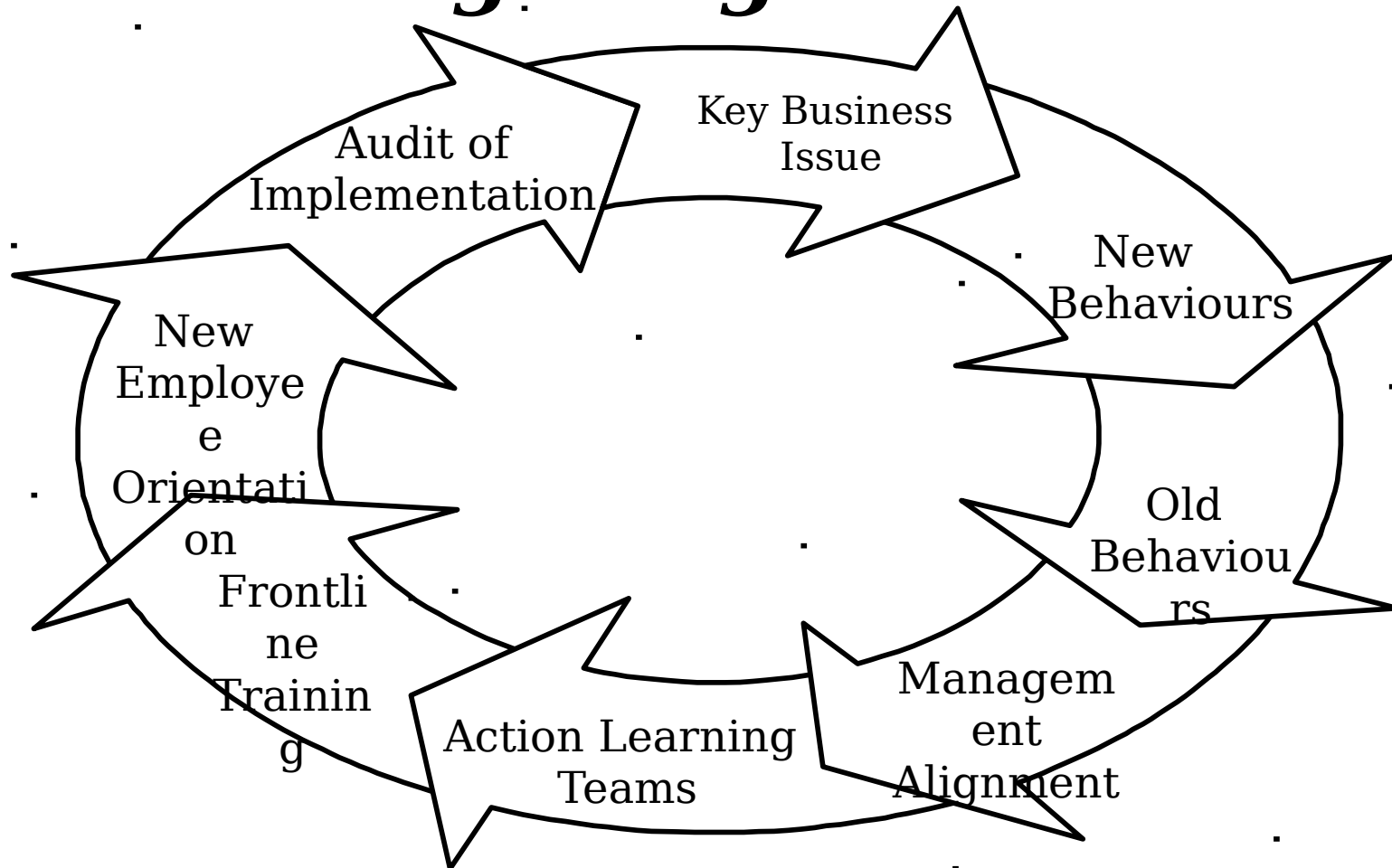


Continuous Improvement Road Map

| Timeline | Activity | Length (Days) | Description | Sponsor | Facilitator | Core Team | Team |
|-----------|-------------------------------|------------------|---|--------------------|----------------------|--------------|------|
| Resources | | | | | | | |
| Week 1 | Mgmt.Overview | 1/2 | Management Training | X | | | X |
| Week 2 | Id of Projects | | | | | | X |
| Week 3 | 6 Steps/ Black Belt Intro | 2 | Six Steps to Six Sigma/ Intro. to Black Belt Program | | X | X | |
| Week 3 | CIC 101 | 3 | Intro. to Cont.Imp. | | X | X | |
| Week 4 | Consulting | 2 | Project Selection * | X | | X | |
| Week 5 | Team Meetings | | Project Definition | | | X | |
| Week 6 | Consulting Empowered Teams | 1 | Project Selection Review 2 x | X Keys to x | X Empowered Teams | | X |
| | Problem Solving | 2 | Problem Solving Strategy | | | X | X |
| Week 7 | CIC 102 Consulting | 3 1 | Comparative Methods Course-Related | | X X | X X | |
| Week 8 | FMEA | 2 | Failure Mode Effects Analysis | | X | X | |
| Week 9 | Teams | | Project Work | | | X | |
| Week 10 | Consulting | 2 | Project Work | | X | X | |
| Week 11 | Teams | | Project Work * | | | X | |
| Week 12 | Mini-project review | 1 | | Team Presentations | | | X |
| | X | | X | X | | | |
| | Program Review | 1/2 | Program Status | X | | | X |
| Week 13 | CIC 103 | 2 | Sources of Variation | | X | X | |
| Week 14 | Consulting | 1 | Course0Related | | X | X | |
| Week 15 | Influence | 3 | Influence Training | | X | X | |
| Week 16 | Teams | | Project Work | | | X | |
| Week 17 | Consulting | 2 | Project Work* | | X | X | |

Changing Behavior in a Large Organisation

Changing Behaviour in a Large Organisation



Requisites for Effective Change of Behaviours

- Be clear about the key business issue being addressed—why this change must happen.
- Be clear about the new behaviour/practice you want people to start using.
- Be clear about what behaviours people will have to stop doing in order to be successful with the new behaviour.
- Determine the multi-prong approach that will be needed to introduce, implement and then sustain the new behaviour.

Special Implications for Large Organisations

- 1 You have to think differently about how to accomplish the change (just more of the same activity used in a small company will not work).
- 2 There are numerous 'reinforcers' in the workplace that are keeping the old behaviours in play -- you have to have a plan to contain, reverse, revise or eliminate each one of the reinforcers. This takes a multi-prong set of tactics.

Special Implications for Large Organisations, cont'd

- 3 Determine who has the credibility and clout to discuss the new behaviours and the 'have-to' nature of the change.

Example of Multi-Prong Set of Tactics

- Management Alignment—bring all of the levels of line management into the process of changing the specific behaviours.
- Gatekeepers—identify and include people who control the processes, forms, and documentation to support the old behaviours.
- Action Learning —set up teams of managers, supervisors, and frontline workers to determine new processes to reinforce the new behaviours.

Example of Multi-Prong Set of Tactics, cont'd

- Frontline Training — provide context and skill training to frontline workers.
- New Employee Orientation — revise and update the new employee orientation to reflect the new expectations and behaviours — keep it updated.
- Audit of Implementation — put in place an audit process to measure implementation of the new behaviours.



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Example of Management Alignment (Telstra Pty Ltd)

Executive Development Program

Purpose: defines new behaviours

Instructors: CEO and his direct reports

Participants: top 200 executives



Business Directions Program

Purpose: defines new behaviours

Instructors: selected Senior Managers (from the group of 200)

Participants: 800 executives



Business Imperatives Program

Purpose: defines new behaviours

Instructors: selected Line Managers (from the group of 800 executives)

Participants: 7000 front line managers and supervisors



Example of Action Learning Teams (Motorola Inc.)

- Senior Executive Program for Software
 - Selected executives assigned to team to determine policies, processes, systems and structures that needed to be changed to drive acceleration of software expertise in Motorola.
 - Initiated new hiring policies, work structures, technology reviews, learning symposia, metrics, etc.
 - Sponsored initiatives throughout the company

Audit of Implementation (Telstra Pty Ltd)

- Managing for Performance Audits --
conducted by peer review teams led by
senior managers

